tail lounge; Coffee shop; Disco; Health club/gym; Live entertainment; Meeting rooms; Outdoor pool; Restaurants; Sauna; Tennis.

U.S. Sales: Hyatt International — 200 W. Madison St., Chicago, IL 60606, (312) 750-8001. *Contact:* Robert Estum, Sales Dir., N.A.

■ THAILAND

DUSIT THANI HOTEL — Silom & Rama IV Rd., Bangkok 10500, (66 2) 236-0450. *Contact:* Chatchawal Supachayanont, Sales Dir. *Rms:* 388. *Suites:* 37. *Peak months:* Jan., Feb., Mar., Oct., Nov., Dec. Maximum group size: 200. Theme parties. Incentive promo material. *Activities/Facilities:* Cocktail lounge; Coffee shop; Disco; Health club/gym; Live entertainment; Meeting rooms; Outdoor pool; Restaurants; Sauna; Tennis.

U.S. Sales: Steigenberger Reservation Service — 40 E. 49 St., New York, NY 10017, (212) 593-2988. *Contact:* Peter Rose, VP & Gen. Mgr.

■ SOUTH PACIFIC

SOUTH PACIFIC TOUR PLANNERS — 25201 Paseo de Alicia, Ste. 240, Laguna Hills, CA 92653, (714) 837-4981, (800) 421-3197. *Contact:* Robin Temaiana, Grp. & Inc. Travel Mgr. Maximum group size: 3,000. Rate guarantee in months: 12. Incentive promo material. Theme parties. □

■ QUEEN FOR A DAY

CONTINUED FROM PAGE 132

Bernard Mann says London is "one of those destinations people love to go to. If you've been there before, you'd like to go back, and if you've never gone there, you've always wanted to." Kean estimates that the Mann Media trip had a retail value of $1,839 per person.

"We try to match the destination with what the guests would like, as opposed to what I would like or what my client would like," Kean says. "This group was middle-aged. Some were sophisticated travelers; others hadn't traveled at all. So London was a harmless yet motivational destination. It doesn't intimidate people the way some places can. There are no language problems, and it's so easy to get around."

The little extras make the difference on incentive trips, notes Mann, who goes along on the trip every year. For example, the company launched the "Adventure in England" with a bon voyage party at the Piedmont gate on the day of the group's departure from Greensboro. After a brief stop in Charlotte, the Piedmont flight went nonstop to London's Gatwick airport.

In addition to stimulating sales, a travel incentive that treats its winners like royalty provides other long-term benefits, Mann believes. "We only permit the president of the company to go—the chief operating officer—and so we develop good relationships with top executives." If a COO can't make the trip, Mann sometimes lets another senior executive go—but he insists that all attendees be decision makers. □

■ SHARING THE SAVINGS

CONTINUED FROM PAGE 101

time," says Ken Nelson, who has been with the company for two years and won the Jeep last year. The Safety Sweepstakes helps people do that, he adds.

The program "helps keep people working for the company," says Minkler. "We haven't had the hiring problems we had in the past."

And he can pinpoint even more quantifiable benefits. The amount

Employees who remain accident- and violation-free—and whose work passes a quality inspection by superiors—earn tickets for a monthly prize drawing.

that a company pays for workmen's compensation insurance is based on its "experience model"—its accident rate versus that of the industry. "We've seen a drop in our experience model and in the number of accidents we've had over the past two years," says Minkler. Currently, the firm pays $21 per $100 of payroll, or a total of about $2 million, for workmen's compensation. When the company's three-year record is reviewed for 1990, "our rate should go down to 60 percent of that $21, and we could save $800,000," Minkler says.

Says Bolin, "We're rewarding our employees by sharing with them the dividends we get back." □

■ COVER STORY

CONTINUED FROM PAGE 18

only when compared to some other airlines. "There are basically two forces here," he says. "Compared with our counterparts at other airlines, we're feeling pretty good. But in our last contract, our work rules changed." Soft-time compensation—the amount attendants are paid for waiting around on the ground—has been cut, he says, amounting to a one-day pay cut per month. Flight attendants at American work 12 extremely long days per month, and must now work 13 months for 12 months' pay, according to Fahringer. "We're also lucky if we have eight hours behind a hotel room door to sleep" between assignments, he adds.

How does the union feel about American's involvement and motivational efforts? "The company doesn't solicit our opinion on those," says Fahringer. "Generally speaking, the position of the union is a non-position. They have a right to motivate their employees any way they want. The union position is 'That's nice if you want to do it, as long as it doesn't infringe on work rules and pay.' "

Fahringer claims that many flight attendants are barely aware of what he calls "these nice little Brownie-point programs." If a flight attendant "wants to play those games," he says, "more power to them. Some have gotten a big check out of it.

"If these...programs are supposed to increase morale and make us feel like owners, then I think a stock ownership plan would do that better," he adds, "especially since American Airlines stock is so undervalued." A middle-level manager, commenting on the company's motivation efforts, said, "We sometimes joke about QWL, but at least management is trying."

Louis Marckesano, an airlines analyst with the investment firm of Janney, Montgomery, Scott in Philadelphia, agrees with some of Fahringer's points. "Some things they have done have been rammed down [employees'] throats," he says, "such as the two-tiered wage system. American said it wanted to hire new people at market rates for a short time, which would

enable it to expand rapidly and improve things down the line."

Nevertheless, "right now, most employees at American are happy," Marckesano says. Does he see a connection between this relatively satisfied workforce and American's high ranking among travelers? "Oh sure. There's nothing worse than having a disgruntled employee meet you at the check-in counter. American has a reputation for service, and business travelers are willing to pay more for that....American is rated very highly, especially by business travelers."

He sees no contradiction between the airline's high labor costs and its high profitability. "You can't look at any one factor in a vacuum," he says. "There are other things involved—marketing, management and the efficiency of the system."

The Department of Transportation in Washington rates American highly on efficiency, as measured by on-time performance. In 1988, the airline ranked fourth out of the top 14, with an 83.2 percent on-time record.

Other analysts tend to agree with Marckesano's assessment. Tad Trantum, an analyst with J.C. Bradford and Company in Columbus, Miss., cites Crandall's leadership as key to American's relative success with employees. "He has greater respect from employees than other CEO's in the industry. He's not a pansy, though—he's well respected as a good negotiator....The company has a pretty good relationship with the unions, but it doesn't roll over and play dead. Employees respect the company...and that permeates the organization."

Though he notes that the Transport Workers recently rejected a contract with American, Morgan Keegan's Buttrick also stresses that American has been generally successful at establishing congenial relations with employees. And he feels that is one of the prime reasons behind the airline's success: "Good relations with employees mitigate labor costs, making for greater productivity." He reiterates that productive workers are "a tremendous asset."

Even Fahringer, for all his criticisms, could not agree more. "Good employee relations are valuable right now," he notes. "And Crandall understands the advantage of that." □

SOUTH PACIFIC

CONTINUED FROM PAGE 120

flight away).

For fun, groups take bay cruises and excursions into the mountains on the various islands. On Moorea, Tiki Village gives visitors an insight into Tahitian life. It's particularly fun to go out fishing—in outrigger canoes—with village staff.

Each week, 10 flights arrive in Tahiti from the West Coast. Service is provided by Air France, Air New Zealand, Continental, Qantas and UTA..

There are approximately 1,100 hotel rooms suitable for incentives in French Polynesia. They are concentrated on the main island of Tahiti, Moorea and Bora Bora. Hyatt is one of the newest operators, having taken over the Hotel Tahara'a outside Papeete last year. All 200 of the hotel's rooms overlook stunning Matavai Bay. □

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- **Netherlands** 421
- **Phoenix Convention** 411
- **Rancho Bernardo Inn** 420
- **Ricoh** 418
- **San Diego Convention** 415
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- **Warner Books** 417
- **Westin Mexico** 412

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1989

MANAGING AND MARKETING THROUGH MOTIVATION

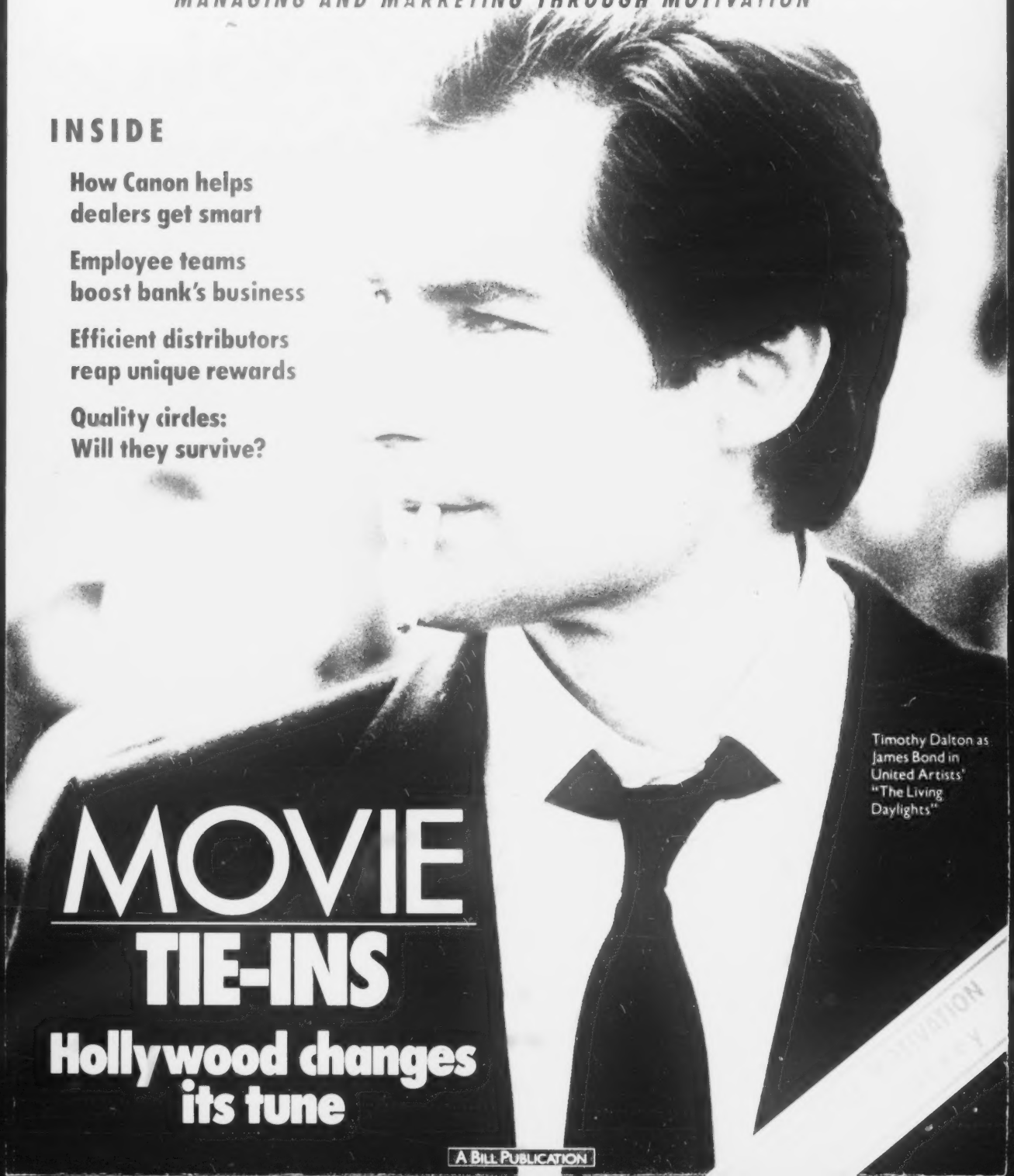
INSIDE

How Canon helps dealers get smart

Employee teams boost bank's business

Efficient distributors reap unique rewards

Quality circles: Will they survive?



Timothy Dalton as James Bond in United Artists' "The Living Daylights"

MOVIE TIE-INS

Hollywood changes its tune

A BILL PUBLICATION

JUNE 1989

INCENTIVE

85th YEAR, VOL. 163, NO. 6

FROM THE EDITOR

6 Smaller Companies Are A Big Market
Incentive travel must be made easier to buy, while preserving a distinctive personal touch.

CURRENTS

9 Does Charity Begin At Home?
Texas Air's Continental takes on a cause to combat bad publicity.

- **G.I. Joe In Search Of Heroes**
Hasbro celebrates the toy soldier's 25th year with an image-changing contest for kids.
- **Team Efforts Speed New Products**
Employees with tight deadlines help AT&T beat the competition.
- **Easing The Pain Of Tax Time**
Marketers capitalize on April angst with tax-related promos.
- **Mexico Moves To Improve Access**
New flights and safer roads make travel in Mexico easier.
- **Incentive House Collects Damages**
A legal battle over travel plans is settled out of court.
- **Which Cars Make Good Prizes?**
Sporty autos and luxury sedans reign supreme in our hearts.
- **Kodak Lauds Inventiveness**
Quality program lets employees recognize their best co-workers.
- **FSI Promotion Survey**

CONFERENCE REPORT

16 Incentive Show In Retrospect
Over 1,800 exhibitors and 34,000 buyers attended the spring show.

- **Seiko: Building U.S. Sales—Fast**
"Boomerang Bucks" program get resellers talking.
- **Promotions Soar In Supermarkets**
Continuities are tops with chains.
- **Kraft Strategy Undergoes Change**
In-store video is the new wave.
- **Campbell Soup Exec On Continuity**
- **3M: Mail-Ins In A Changing Market**
- **Fast Food : Stress Value, Not Price**
- **Movie Houses Offer Tie-Ins**
Consider the recognized value of free or discounted tickets.
- **Reliance on Promotion Agencies**
Borden manager needs outside help.
- **Pepsi Exec Cited For E.T. Promo**
Sexton is "motivator of the year."
- **Tie-Ins Can Build Brand Image**
- **Building Direct-Mail Sales**
- **Evaluating The Selling Situation**
- **Canada Dry Spends Big on Consumers**
- **Auto Aftermarket's Complexity**

FEATURES

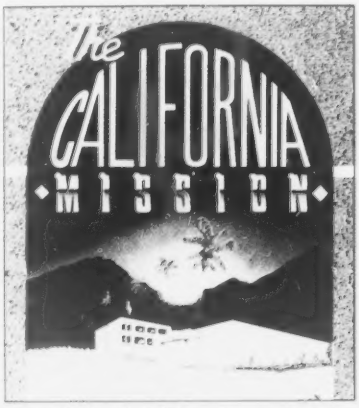
27 VALS Changes With The Times
Changing demographics have marketers looking for new ways to narrowly segment consumer groups—and the "values and lifestyles" people are trying to oblige. Here's how.

32 Philip Morris: Efficient Distributors Reap Rewards
The tobacco company awards points to distributors for their efficiency-building efforts.

INCENTIVE MARKETING

36 Movie Tie-Ins: Hollywood Changes Its Tune
Obsessed with the bottom line, film studios no longer snub promotional tie-ins—much to the delight of marketers eager to reach the last captive media audience in America.

CONTINUED ON NEXT PAGE



Canon dealers in training. See page 42.

Efficient distribution. See page 32

Bringing in new business. See page 50.

Incentive/Managing and Marketing Through Motivation® (ISSN 0019-3364 USPS 799-880) is published monthly by Bill Communications Inc., 633 Third Ave., New York, NY 10017. Subscriptions: US/Canada—$42. Foreign—$65. Single Copies—$4. December FACTS issue—$15. Copyright 1989 by Bill Communications Inc., all rights reserved. Postmaster: Send change of address to Incentive/Managing and Marketing Through Motivation, Circulation Dept., 110 N. Miller Rd., Akron, Ohio 44313. Second Class postage paid at New York, NY, and at additional mailing offices.

INCENTIVE (formerly Incentive Marketing/Incorporating Incentive Travel) covers the methods used by organizations to motivate customers at all levels to buy and employees to work more effectively.

Cover photograph: Shooting Star

With an eye on productivity improvement, American business is pumping more money into formal in-house motivation programs.

FACTS SURVEY

Nonsales Incentives at Work

American employers are embracing motivation programs for nonsales workers at an unprecedented rate, according to the testimony of more than 200 companies surveyed by **Incentive**.

In 1988, our first survey of employee incentive practices found an 8.4 percent increase in spending over the year before—growth well above that found in the marketing arena.

But that was just the beginning: An average budget expansion of 18.9 percent is indicated for 1989, based on the plans of the 212 firms that released expenditure information for both years. Such acceleration reflects a widening awareness that U.S. productivity growth is sluggish when compared to that of Japan, West Germany, France and the United Kingdom.

Indeed, productivity is the primary objective of the survey respondents' programs, both for the office and the plant. Quality control, safety and employee suggestions follow as important objectives—all of them also exerting a real, if less direct, influence on productivity. Most of the programs run throughout the year; that is the practice of 64 percent of respondents. On average, about 46 percent of eligible employees earn awards for their performance against company goals.

The responding firms range in size from two employees to 20,000, with an average of 772. Eligibility varies widely, depending on the nature of the program and its objectives. On average, 57 percent of the work force participates. For about one company in four, more than half the eligible employees are union members. But in only 10 percent of these cases do union contracts contain provisions relating to the award programs.

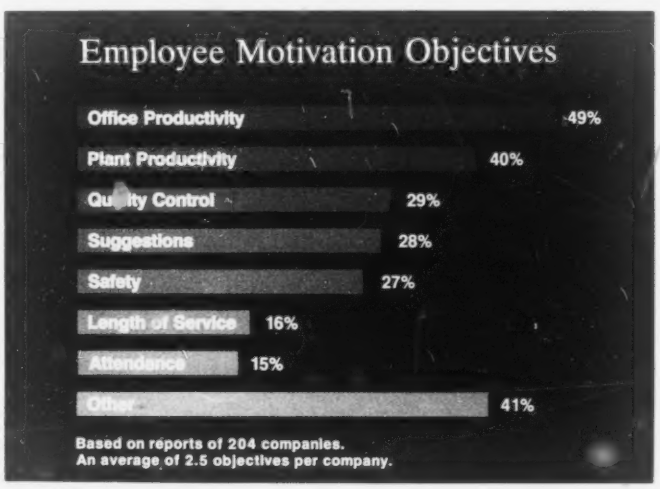
More companies this year report using cash and selected merchandise awards. Spending on merchandise purchases is expected to increase 27.5 percent this year; cash awards show a healthy growth of 19.8 percent. Travel expenditures are up an estimated 6.7 percent.

Office employees are the most popular target group, favored by 72 percent. (That translates to 28 percent of all reports, as shown in the frequency chart on page 47.) Motivating production personnel is the objective for 52 percent of responding firms. Sales-support workers—counter and telephone people, drivers, merchandisers—also are the targets of about 52 percent.

Sales-support workers can be even more widely defined, especially in service businesses where most of what the employees do has a direct bearing on the selling effort. For example, Topeka-based Kansas Power & Light offers merchandise, travel, cash and recognition awards to more than 4,000 employees to encourage them to help increase sales. About 25 percent earn awards, according to marketing projects director Robert G. Tate.

Similar support programs are common in banking. For example, a Pennsylvania bank offers more than 1,000 employees awards for customer referrals, with about 10 percent winning cash prizes. "Referrals have been a significant source of new business," an officer says. "The referral program accounts for over 75 percent of new business brought in each year."

Monroe County Bank, Monroeville, Ala., used cash awards to build credit-card business. "I divided the employees into four groups or teams," reports vice president Elaine P. Brooks. "For each approved application, the employee got $2 and the team got $1. At the end of the contest, the team pot of money was divided



Types Of Employee Awards*
Plaques, Jewelry 32%
Travel 22%
Merchandise Catalogue 25%
Selected Merchandise 46%
Other** 32%
* Percentage of respondents who use each category. Total exceeds 100 percent because the average respondent uses more than two award types.
** Includes company dinners, entertainment, time off, shares of stock, etc.

among its members, except for the losing team. They had to take their money and give the rest of us a party. We got over 300 cards out."

Office employees become sellers for the Rachman Trading Company, Brooklyn, N.Y., according to vice president Jim Seeley. About 20 are involved in merchandise and travel award programs, and about 40 percent of them win. "Nowadays, when our slow time of year comes," says Seeley, "our people don't sit around and wait for business to throw itself on our doorstep. They go out and try to find it in any way possible, due to the motivational incentives they can earn throughout the year."

Most of the companies work hard to promote participation in their award programs. Face-to-face encounters at employee meetings are the favorite approach, used by 77 percent of respondents. Meetings are followed by posters and bulletin boards (48 percent), announcements by supervisors (46 percent) and employee publications (41 percent) as promotional channels to build interest. Fifteen percent mail promotional materials to the employees' homes.

Some of the most effective non-sales motivational programs rely heavily on fostering cooperation—albeit within a competitive framework. Competition between groups or departments—designed to promote cooperative teamwork—is the basis of incentive plans for about 30 percent of the users.

Says Steve Ward, sales manager of Gardener Marsh Gas Equipment, a Raleigh, N.C.-based distributor of appliances: "Employee motivation awards help emphasize teamwork among our sales-office and warehouse staff. We usually pair one or two from each division and let them work together to help the territorial salespeople meet their sales quotas. Charts are posted daily to let each team see how it stands. The team that makes quota or the highest percentage over quota is the winner, and each team member gets a merchandise award, or they draw for a single large prize."

During one recent period, however, circumstances prevented the company from using an incentive program. "I feel morale and business are hurting," concludes Ward.

On average, about 46 percent of eligible employees earn awards for their performance against their company's objectives.

The value of awards, whether cash or noncash, varies greatly. The range among survey respondents is from $1 to $6,000. The average is $346; the median is a much lower $75. Last year's responding employers spent more per award, averaging $423 with a median of $100.

A nursing home offers six different levels of cash or merchandise to workers, from $25 to $500. Eighty of the firm's 200 employees are involved in the continuous program, which "has turned the company around, reduced staff turnover and increased sales from $6 million to $8 million." The total annual cost of the awards is only about $6,000.

In another health-care application, Cleveland Memorial Hospital, Shelby, N.C., uses a year-round award plan for all 825 of its employees. Awards are primarily cash, with some recognition items. Attendance and tenure are emphasized, and 15 percent win awards.

Vice president of professional services M. A. Hudson comments, "We have seen improvement in attendance and are considering expansion of this type of incentive. As a nonprofit health-care corporation, it is difficult to establish equitable and acceptable incentive programs for public-relations reasons. We are always looking for ways to show our employees they are valued members of the team, however."

A low-cost program for 200 employees of North Central Labs in Edina, Minn., stresses customer service. Sales manager Edward D. Bankey credits the quarterly recognition campaign with increasing sales by 44 percent. Customer service, he says, "improved 40-plus ways through value-added suggestions by our employees...hundreds of thousands saved in overhead expenses."

An Eastern chemical manufacturer uses incentives to improve plant productivity and safety. About 400 plant employees are eligible, and more than a third of them earn cash or recognition awards ranging from $15 to $1,000 in cost. The incentive program, an executive reports, has "improved efficiency of production personnel. .and reduced lost-time acci-

dents over 48 percent."

Measurable safety results of impressive proportions are reported by the Engelhard Corporation, a Newark, N.J.-based chemical company. In a safety campaign targeting all 140 plant employees, merchandise awards are offered and 100 percent are winners, according to safety manager Barry R. Weissman. "Through the use of incentives and our safety award program," Weissman says, "this plant has gone 1,772,320 [man] hours without an OSHA lost-work-days case."

Controlling employee turnover is one key to enhancing productivity, and that is a major focus of the plan used by Atlantic Data Furniture, a Tampa, Fla.-based manufacturer. "Good attitude and work habits" are important goals, notes marketing coordinator Paula Parrish. "Through the use of our two programs for employee motivation—the 'employee of the month' program and our quarterly bonus program—our turnover has decreased. Formerly, we had high turnover and low morale. Through the addition and publication of these two programs, employees see the benefits of staying with us and potentially increasing their quarterly bonus amount and other benefits through increased sales, decreased returns and attention to detail on their particular aspect of production."

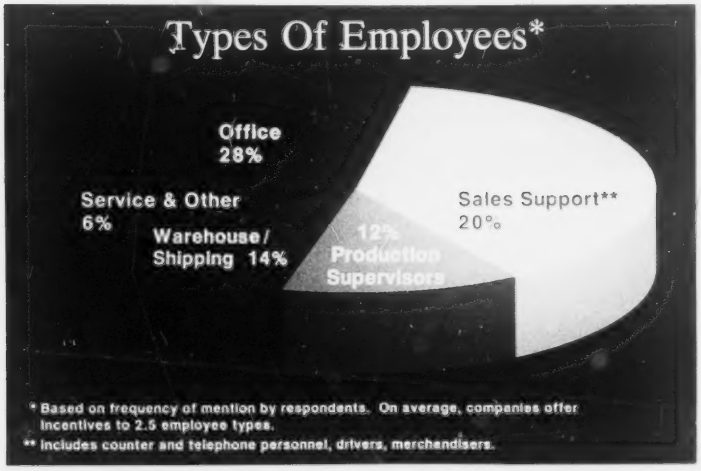
Fifty employees are covered by the firm's continuous campaign, and half of them earn plaques, jewelry or cash. Company meetings, publications, bulletin boards and press releases are used to enhance the recognition value.

Employee meetings are the favorite way of presenting and publicizing awards among the surveyed companies; 63 percent use this means. Four other methods, each employed by 35 to 39 percent, include company publications, department meetings, bulletin boards and private presentations. Twelve percent issue press releases on the winners and their achievements.

While most employee incentive programs use preset standards of achievement, others de-emphasize the direct inducement. At the Westinghouse Electric Corporation, Alamo, Tenn., 185 division employees are eligible in a continuing program related to quality control, safety and attendance. But, says administrator Donald E. Phillips, "since rewards are after the fact, there is very little motivational force involved. We don't tend to use the 'carrot and stick' philosophy, but ask our employees to continually monitor their quality and output performance. We reward the extra effort by peer input on a monthly basis." About 10 percent of the workers win low-cost merchandise awards.

"Employee motivation awards emphasize teamwork among our sales-office and warehouse staff. We pair one or two from each division and let them work together to help the territorial salespeople meet their quotas."

Robert J. Klein, vice president of Klein Tools, Fort Smith, Ark.—a company that invests more than 1 percent of its sales in cash awards—ticks off an impressive list of benefits growing out of an incentive plan for 115 office and production workers: valuable employee suggestions, a productivity increase of 3.5 percent, better quality products, departmental cooperation and a more efficient manufacturing process. □


Types Of Employees*
Office 28%
Service & Other 6%
Warehouse / Shipping 14%
12% Production Supervisors
Sales Support** 20%
* Based on frequency of mention by respondents. On average, companies offer incentives to 2.5 employee types.
** Includes counter and telephone personnel, drivers, merchandisers.

LOOK FOR OUR SURVEY REPORT ON THE USE OF BUSINESS GIFTS IN NEXT MONTH'S ISSUE.

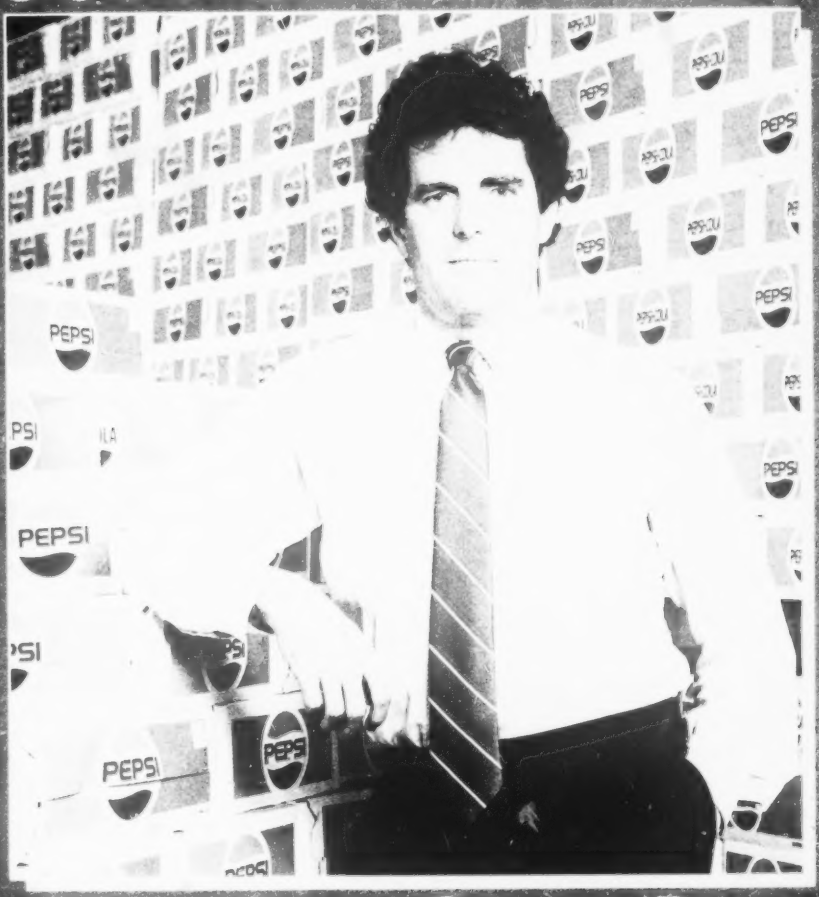
JULY 1989

INCENTIVE

MANAGING AND MARKETING THROUGH MOTIVATION

...S SURVEY
...usiness Gifts

SOFT·DRINK·SALES



Tim Tenney, president of the Pepsi-Cola Newburgh Bottling Company in New York

Motivating the Middleman

PLUS

- Insurance agents: Now quality counts
- Red tape vs. innovation at IBM
- Coping with relocation trauma

A BILL PUBLICATION

JULY 1989

INCENTIVE

85th YEAR, VOL. 163, NO. 7

FROM THE EDITOR

6 The Management/Marketing Link
Are your operations people making decisions that shoot your promotions in the foot? The Pan Am Shuttle provides a real-life example of what companies should and should not do.

CURRENTS

9 GE Builds Employee Teamwork Via Community Service
General Electric workers forge new bonds at annual meetings while painting, planting and renovating.

- **Gucci Program Upsets Clerks**
  Gold stars and scarves don't pacify salespeople disgruntled with an incentive program.
- **Burger King: Premiums Hinge On Perceived Value**
  The fast-food chain's mid-Atlantic marketing director discusses promotion triumphs and flops.
- **Food Brokers Favor Regional Marketing**
  A recent study points to the success of localized promotions for supermarkets.
- **FSI Promotion Survey**
  The popularity of various promotion types among free-standing insert advertisers is revealed in this graph.
- **Bill Communications Buys Health Care Magazines**
  The New York-based publisher of Incentive Magazine ups its inventory of business titles.
- **Adroit Media Mix Helps MEM Reach Targets**
  A fragrance company repositions its products for hard-to-reach young people.
- **Citicorp Game Helps Teach Ethical Conduct**
  The bank develops a game to promote employee discussion of moral conduct.

GENERAL FEATURES

17 Insurance: Motivating Through Quality
As business gets tougher, insurance companies increase their reliance on quality-based measures of sales productivity for both exclusive and independent agents.

22 Can IBM Innovate?
Exemplary as the company's motivation programs may be, they do not seem designed to encourage the sort of sweeping innovations that change the course of an industry.

INCENTIVE MARKETING

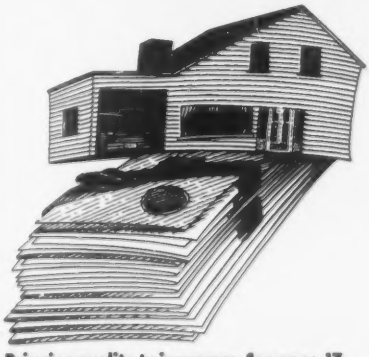
28 Soft Drink Sales: Motivating the Middleman
A large gulp of sales depends on a dwindling number of local bottlers—who are in a position to demand plenty of manufacturer attention to their individual promotional needs. One bottler, pictured on our cover, tells how he uses consumer promotion and employee incentive programs to boost sales in his market.

32 Dynamic Duos: Television Teams With Retail
By launching huge promotions that tie in with retail chains, CBS and NBC aim to attract more viewers and advertisers to the fall season's new shows.

CONTINUED ON NEXT PAGE

Valued law students. See page 44.

GE's community service project. See page 9.



Bringing quality to insurance. See page 17.

Incentive/Managing and Marketing Through Motivation® (ISSN 0019-3364; USPS 799-880) is published monthly by Bill Communications Inc., 633 Third Ave., New York, N.Y. 10017. Subscriptions: US/Canada—$42, Foreign—$65, Single Copies—$4, December FACTS Issue—$15. Copyright 1989 by Bill Communications Inc., all rights reserved. Postmaster: Send change of address to Incentive/Managing and Marketing Through Motivation, Circulation Dept., 110 N. Miller Rd., Akron, Ohio 44313. Second Class postage paid at New York, N.Y., and at additional mailing offices.

INCENTIVE (formerly Incentive Marketing/Incorporating Incentive Travel) covers the methods used by organizations to motivate customers at all levels to buy and employees to work more effectively.

Cover photograph: Fred Slavin

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INCENTIVE

INCENTIVE MARKETING

CONTINUED FROM PAGE 3

35 Powerful Promotions Win Awards
Ten companies won 1988 Reggie Awards from the Promotion Marketing Association of America. Effective strategies, original ideas and strong results were the criteria. Winners included Seagram Wine Coolers, Mennen, Coca-Cola and Republic National Bank.

EMPLOYEE MOTIVATION

39 The Cost of Relocation
To soften the negative impact on productivity, companies spend an average of $35,000 when relocating a valued employee. Here's how to minimize the turmoil created by relocation.

44 Wooing Top Students: Legal Follies
Summer associates at law firms get high salaries and easy living—from lavish meals to getaway weekends. Skeptics say incentives lure talent but mask the reality of what lies ahead.

46 Great Places to Work
Author Robert Levering finds that the best workplaces—among them, Marion Labs and Pitney Bowes—recognize how much employees give of themselves.

INCENTIVE TRAVEL

62 Great Britain
History, natural beauty and an aura of elegance make England and Scotland popular destinations for American incentive groups.

66 Asian Motivation For Reps
A trip to Hong Kong, cosponsored by a consortium of seven manufacturers, rewards incentive sales reps for a year's hard work.

68 Ideas

MERCHANDISE

51 FACTS Survey: Business Gifts
Good will mixes with sales-oriented objectives in gift giving, which is increasing modestly among the corporate executives just surveyed by Incentive Magazine.

57 Gallery Of Gifts
Page through our section of business gift ideas, which are arranged by retail value to make "shopping" easier.

RESOURCES

69 Personnel

70 Advertisers Index

Coping with relocation trauma. See page 39.